

# NEW Directions

June 8, 2007

## Organizational Changes to Strengthen the Transition to Stewardship

**T**he ministry is taking a major step toward implementing the new transitional organization structure announced last October, Deputy Minister Ron Sapsford told staff on June 8. Over the next few weeks, a number of units and positions will be moved into the new divisions in the transitional structure.

"These organizational changes will begin to create an environment that will help us all develop and practice the ministry's stewardship role," said Sapsford. "We all need to understand that stewardship is a change in culture, not just a change in our ministry's structure. These changes will refocus the ministry from an organization based on program management to one that is based on functions." Sapsford explained that the ministry is continuing to build capacity in the new divisions, which is a critical factor as it goes forward with its transition plans.

The Deputy Minister explained that the changes will move:

- All remaining units and positions in the Acute Services and Community Health Divisions (ASCH) into the appropriate divisions in the new ministry structure

- Functions from the Drug Programs Branch into the Individual Eligibility Review Branch in the Corporate and Direct Services Division or the Ontario Public Drug Programs Office
- Units and positions in ASCH, Health Services and Health System Strategy Divisions, which currently provide operational support services to ASCH, Corporate and Direct Services, Health Services, Health System Strategy and Health Human Resources Strategy Divisions, into the Corporate and Direct Services Division.

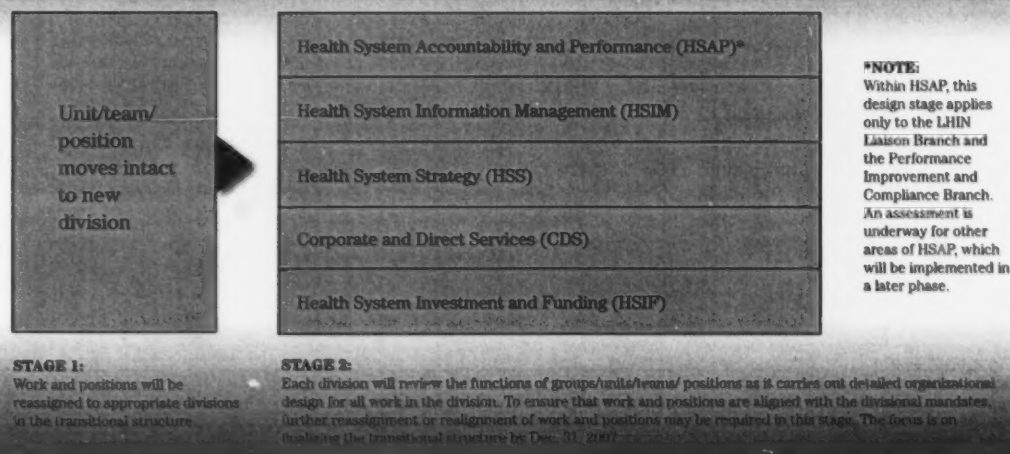
Initially, these changes represent a change in reporting relationship only, explained Assistant Deputy Minister of Transition Debbie Fischer. Employees will continue in their existing jobs, in the same location and with the same contact information. Following these moves, the receiving division will review the incoming functions as part of its detailed design work.

"The ministry is taking a two-staged approach to align work and positions to the new divisional functional

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### Finalizing the Ministry's Transitional Structure

(by December 31, 2007)



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mandates," said Fischer. "This allows us to continue our regular business while we finalize the design of our transitional structure by the end of the year."

## Stage 1: Reassignment to Transitional Structure

In the first stage, work and staff will be reassigned to divisions in the transitional structure by the end of June. The focus will be on making the best fit based on functions. This may be done in intact units, teams or individual positions.

If a unit performs work that best aligns to a new division's functional mandate, it will be moved intact into that division. Where a unit does work that best fits into more than one division, the positions or teams that perform similar work will be clustered and moved together, as appropriate.

## Stage 2: Finalize Design of Transitional Structure

In the second stage, each division will review all of its work and positions, including the functions of the incoming groups, units, teams, or positions as it carries out detailed organizational design for the division. This design stage will ensure that work and positions are aligned with the divisional functional mandate and that they will support the division's new role in a stewardship organization. Although the schedule for this work varies across divisions, it is expected to be completed across the ministry by December 2007.

To view the branches which will undergo this design work by year end, please click on the updated Transitional Structure Organization chart and see the taupe-coloured boxes.

## Areas of the ministry on the move

### ■ Acute Services and Community Health Divisions

A number of branches in the Acute Services and Community Health Divisions have already moved into the new ministry structure.

*See the chart below for a complete list of the previously announced ASCH moves.*

### Summary of Previously Announced ASCH Moves

Existing Organization	Transition Organization
Penetanguishene Hospital	Mental Health Centre Penetanguishene, CDS
Advocacy Office	Psychiatric Patient Advocacy Office, CDS
Emergency Health Services Branch	Emergency Health Services Land/Air Branch, CDS
Regional Offices	Performance Improvement and Compliance Branch, HSAP; Health Reform Implementation Team, HSIF; Financial Management Branch, CDS; LHIN Liaison Branch, HSAP
Long-Term Care	Performance Improvement and Compliance Branch, HSAP
AIDS Bureau Unit	LHIN Liaison Branch, HSAP
French Language Services Unit	LHIN Liaison Branch, HSAP
Blood Program Unit	Individual Eligibility Review Branch, CDS
Reporting Entity Unit	Corporate Fiscal and Business Planning Branch, CDS
Information Management Unit	Health Data Branch, HSIM

**Division Legend**

- Health system Accountability and Performance (HSAP)
- Health system Information Management (HSIM)
- Health system Strategy (HSS)
- Corporate and Direct Services (CDS)
- Health System Innovation and Planning (HSIP)

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All remaining areas in ASCH — home care and community services, mental health and addictions, hospitals, long term care, finance and information management, and strategic support — will move to new divisions.

See the chart below for a complete overview of the ASCH functions that will be reassigned to the appropriate organizational structures within the transition organization.

Stage 1: ASCH Moves	
Existing Organization	Transition Organization
<b>Hospitals Branch</b> <ul style="list-style-type: none"> <li>• Priority Services Unit</li> <li>• Hospital Accountability and Performance Unit</li> </ul>	<ul style="list-style-type: none"> <li>• LHIN Liaison Branch, HSAP</li> <li>• Health Data Branch, HSIM / Strategic Investment Planning Branch, HSIF</li> </ul>
<b>Community Health Branch</b> <ul style="list-style-type: none"> <li>• Community Health Centres Program</li> <li>• Hepatitis C Secretariat</li> <li>• Midwifery Program</li> <li>• Chronic Disease Management Program</li> </ul>	<ul style="list-style-type: none"> <li>• Primary Health Care Branch, HSAP</li> <li>• Individual Eligibility Review Branch, CDS</li> <li>• Primary Health Care Branch, HSAP</li> <li>• LHIN Liaison Branch, HSAP</li> </ul>
<b>Mental Health and Addictions Branch</b> <ul style="list-style-type: none"> <li>• Substance Abuse</li> <li>• Mental Health Unit</li> <li>• Supportive Housing Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Health Program Policy and Standards Branch, HSS</li> <li>• Health Program Policy and Standards Branch, HSS/LHIN Liaison Branch, HSAP</li> <li>• LHIN Liaison Branch, HSAP</li> </ul>
<b>Home Care and Community Support Branch</b>	<ul style="list-style-type: none"> <li>• Health Program Policy and Standards Branch, HSS</li> </ul>
<b>Long-Term Care Planning and Renewal Branch</b> <ul style="list-style-type: none"> <li>• Redevelopment Planning, and Account Managers</li> <li>• Data Team</li> <li>• Policy</li> <li>• Long-Term Care Homes Act Regulations and Quality Assurance</li> </ul>	<ul style="list-style-type: none"> <li>• Health Reform Implementation Team, HSIF</li> <li>• Health Data Branch, HSIM</li> <li>• Health Program Policy and Standards Branch, HSS</li> <li>• Health Program Policy and Standards Branch, HSS</li> </ul>
<b>Long-Term Care Homes Branch</b> <ul style="list-style-type: none"> <li>• Planning</li> <li>• Strategy and Funding Policy</li> <li>• Legislative Project and Quality Assurance</li> <li>• Levels of Care</li> </ul>	<ul style="list-style-type: none"> <li>• Health Analytics Branch, HSIM</li> <li>• Health Program Policy and Standards, HSS / Strategic Investment Planning Branch, HSIF</li> <li>• Health Program Policy and Standards Branch, HSS</li> <li>• Health Data Branch, HSIM</li> </ul>
<b>Long-Term Care Compliance Inspection and Enforcement Branch</b>	<ul style="list-style-type: none"> <li>• Health Program Policy and Standards Branch, HSS</li> </ul>
<b>Finance and Information Management Branch</b> <ul style="list-style-type: none"> <li>• Decision Support Unit</li> </ul>	<ul style="list-style-type: none"> <li>• Health Analytics Branch, HSIM</li> </ul>
<b>Strategic Support Branch</b> <ul style="list-style-type: none"> <li>• Resources Management Services Unit</li> <li>• Issues and Information Management Unit</li> <li>• Strategic Projects</li> </ul>	<ul style="list-style-type: none"> <li>• Supply and Financial Services Branch, CDS</li> <li>• Communications and Information Branch, reports to the Deputy Minister</li> <li>• Performance Improvement and Compliance Branch, HSAP</li> </ul>
<b>Division Legend</b> <ul style="list-style-type: none"> <li>• Health System Accountability and Performance (HSAP)</li> <li>• Health System Information Management (HSIM)</li> <li>• Health System Strategy (HSS)</li> <li>• Corporate and Direct Services (CDS)</li> <li>• Health System Investment and Funding (HSIF)</li> </ul>	



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## ■ Drug Programs Branch

The strategic and operational portions of the Drug Programs Branch of the Corporate and Direct Services Division will be reassigned to one of two new organizational structures within the transition organization: the Individual Eligibility Review Branch of the Corporate and Direct Services Division, or the Ontario Public Drug Programs Office.

The strategic functions of designing and managing drug programs will transition intact to the Ontario Public Drug Programs Office, which will report to the office's Executive Officer. The operational work being performed will be reassigned intact to the Individual Eligibility Review Branch.

**See the chart below for a complete overview of the Drug Programs Branch functions that will be reassigned to the appropriate organizational structures within the transition organization.**

### Stage 1: Drug Programs Branch Moves

Unit	Services	Transition Organization
Program Management and Finance	Financial management including forecasting, reporting and drug payment management	Individual Eligibility Review Branch, CDS
Operations	Benefit systems (business analysis) and individual clinical review	Individual Eligibility Review Branch, CDS
Drug Programs Management	Management of drug submissions	Ontario Public Drug Programs Office, reports to the Deputy Minister
Pharmaceutical Services	Benefits administration and pharmaceutical strategy	Ontario Public Drug Programs Office, reports to the Deputy Minister
Director's Office	Administration	Individual Eligibility Review Branch, CDS

#### Division Legend

- Health System Accountability and Performance (HSAP)
- Health System Information Management (HSIM)

- Health System Strategy (HSS)
- Corporate and Direct Services (CDS)
- Health System Investment and Funding (HSIF)

## NEW Directions

NEW Directions, published for employees of the Ministry of Health and Long-Term Care by the Communications and Information Branch, can be read on-line at <http://info.moh.gov.on.ca>.

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Do you have questions about the organizational change?

- Ask your manager
- E-mail your questions to [communications@health.gov.on.ca](mailto:communications@health.gov.on.ca)
- Call the feedback line at 1-888-962-2628 or TTY 1-800-367-6634

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## ■ Corporate Operational Support Services

A key priority for the ministry this year is to begin the consolidation of corporate support functions.

A review of the support functions has taken place in units supporting the following divisions — ASCH, Health Services, Corporate and Direct Services, Health System Strategy, and Health Human Resources. The units in these divisions that perform work that best align to corporate operational support services will be reassigned to the Supply and Financial Services Branch of Corporate and Direct Services (CDS). In addition, finance and business support staff in CDS — who provide operation support services to Health Services — will also begin reporting to the Supply and

Financial Services Branch.

The branch will provide corporate support in the areas of:

- Finance — including financial planning and the development of divisional operating budgets
- Administrative human resources — including preparing WEAR forms which request staffing changes
- General administration — including maintenance of central records.

**See the chart below for a complete overview of the corporate operational support services functions that will be reassigned to the Supply and Financial Services Branch.**

### Stage 1: Corporate Operational Support Services Moves

Branch	Unit	Services	Transition Organization
Strategic Support Branch, ASCH	Resource Management Services	Financial reporting	Program Finance Reporting, Supply and Financial Services Branch, CDS
		Forecasting and procurement	Program Finance Reporting, Supply and Financial Services Branch, CDS
		HR administrative service	Program Finance Reporting, Supply and Financial Services Branch, CDS
		Accommodation planning	Program Finance Reporting, Supply and Financial Services Branch, CDS
Operational Support Branch, Health Services	Finance and Business Support	Financial reporting	Supply and Financial Services Branch, CDS
		Forecasting and procurement	
Resource Management Office, Health System Strategy Note: This office also provides operational support services to Health Human Resources Strategy	Business Management	Records measurement	
		HR administrative service	
		Administration and facilities	
	Financial Management	Financial reporting	
		Forecasting and procurement	
	Special Projects	Business support	

#### Division Legend

- Health System Accountability and Performance (HSAP)
- Health System Information Management (HSIM)

- Health System Strategy (HSS)
- Corporate and Direct Services (CDS)
- Health System Investment and Funding (HSIF)

Fischer explained that three basic principles guide these changes:

- Shift the ministry to a functional model
- Maintain business continuity
- Retain existing OPS talent and resources; continue to work with bargaining agents to minimize staff impacts and in adherence to collective agreements.

In order to strengthen the work of individual divisions and the ministry as a whole, Fischer said that the ministry's end-state organizational design may require further reassignment or realignment of work and positions at a later time.

The Deputy Minister confirmed that ongoing support will be provided to staff throughout the design and

implementation phase of the divisions. "Staff should rest assured that the ministry is committed to continuing the learning, training, coaching, and other supports that will help employees understand and adapt to the ministry's new structure and evolving culture," Sapsford said.

"As I have said before, the process of change can sometimes be challenging, but we are all in this together. As a ministry, we will work collectively to support our dedicated and talented staff, who are the essential component of making stewardship a success," he said.

The Deputy Minister acknowledged that the 2007 transition program schedule is an ambitious one. "However, due to hard work and support by division leaders and employees throughout the ministry, we are currently on track to meet our commitments by the end of the year." ■

## *Stewardship in Action*

### **First Leadership Module Set to Begin for Senior Managers**

**O**n June 11 and 12, the first session of Module 1 of the Stewardship in Action Leadership Program is scheduled to take place for the ministry's senior managers. There are two additional two-day sessions scheduled in June and one session in September. A total of four modules will be offered to senior managers over the next two years. The modules are designed to build a foundation of knowledge and skills to help ministry leaders guide the transition into the future.

Senior managers have been divided into four groups for purposes of participating in the modules. Each group is composed of managers with diverse skills and experience – this has been done intentionally to enhance the learning and to reflect the importance of cross-functional working groups in the ministry's new business model. Once the groups are established, the intention is that they will continue through the four modules of the leadership program together.

The leadership program has been designed in partnership with the Schulich School of Business at York University.

## Bringing a New Organizational Structure to

# *Life*

## *One Branch at a Time*

**A**ll across the ministry teams led by directors are busy designing the branches that will carry out the work of the ministry's stewardship mandate.

This work involves a complex process, moving through five distinct phases of work, ending with the creation of a new and fully operational branch.

"We are working on branch design, seeing how every facet will look and function," said Stephen Pinkus, the Transition Division's program manager. "It is a process that focuses on how each branch will fit into the overall goals and the new work of the ministry." The Transition Division is headed by Assistant Deputy Minister Debbie Fischer

and includes a team of leads organized by areas of expertise, such as organizational design, information technology and project management.

On Oct. 18, 2006, Deputy Minister Ron Sapsford announced a transitional structure for the ministry that will be in place by the end of 2007. The framework of new divisions and the broad mandates of their branches were set out. Some of the branches within those divisions are scheduled to be evaluated, designed and implemented by year end. The remainder of the branches are slated for review and implementation in fiscal 2008/2009.

The October 2006 announcement was just the beginning, Pinkus said. From there, the

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## Description of each phase in the branch project

The Transition Division has developed an integrated project plan that lays out the step-by-step process to evaluate, design and implement each new branch in the transitional structure. This detailed plan moves through five phases of work to create a branch that is fully operational and aligned with the stewardship model.

Assessment Phase	Planning Phase	High-Level Design Phase	Detailed Design Phase	Implementation Phase
Current state processes assessed	SMG/branch director assumes new role in branch project	Process design ✓ Detailed processes	Process design ✓ IT requirements ✓ New processes determined	Process implementation ✓ Procedures / work steps ✓ Training material manuals
Improvement opportunities identified				
Ministry Management Committee (MMC) approval obtained to launch the new branch project	Branch project team assigned	Organization design ✓ Organization design principles ✓ Preliminary branch structure ✓ Position profiles / FTE requirements	Organization design ✓ Job descriptions ✓ Final detailed design	HR Processes ✓ Assignments ✓ Replacements ✓ Recruitment ✓ Union disclosure as required
	Branch project kicks off	HR Processes ✓ High level planning	HR processes ✓ Position mapping ✓ Detailed union disclosure	Facilities implementation
	Detailed branch project work plan is put together	High level facilities design	Detailed facilities assessment	Technology implementation
	Risk is assessed	High level technology assessment	Detailed technology assessment	

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ministry's Transition Division — which is supporting branch directors through these comprehensive changes — worked with the new divisions to develop an integrated project plan.

This detailed plan is a comprehensive tool that lays out the steps that need to be taken to carry out the process from evaluating to designing to implementing the new branches. The integrated project plan will be used to customize a plan for the design of each branch. The process of designing and making a branch operational is known as a branch project, Pinkus explained.

The Transition Division used the experience gained setting up the fast track projects. These projects quickly set up new branches such as the Financial Management Branch and LHIN Liaison Branch, which were needed to support Local Health Integration Networks as they became fully operational.

Each branch, whether it will be designed during this fiscal year or next, will go through the same process. "In some cases, projects will be complete when everyone is in

place and ready to operate in the new model. In other cases, some work will still need to occur before a branch is fully operational, but the new work and new jobs will have been clearly defined," said Pinkus.

As an underlying principle, the director of each branch will take a leadership role in the assessment and design of the work. Branch staff will be involved throughout the design process through interviews, focus groups or as subject matter experts.

"We created a step-by-step plan that will design a branch aligned to the stewardship business model," Pinkus said. Each branch will undergo a transition process that has been divided into five distinct phases of work.

### ■ Assessment Phase

During the assessment phase a team will determine what changes are needed to best fit the role of the branch into

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the new stewardship business model and the organization's functional design. What is the new work? How does it fit into the rest of the ministry? These are some of the questions asked during the assessment phase.

Ministry Management Committee (MMC) input is sought at this stage to ensure the results of the assessment tie in with the ministry's overall business model and mandate.

## ■ Planning Phase

The branch director will work with a Transition Division lead to develop a detailed project plan for the branch. The plan is customized to meet specific branch goals and timelines.

## ■ High-Level Design Phase

Process design sessions are held to identify how work will get done in the branch. Organization design work follows, to begin to identify how processes and work will be reflected in positions within the branch.

High-level plans regarding branch facilities and technology needs will be created at this point, if required. Once the high-level design is approved by MMC, the detailed design process will begin.

## ■ Detailed Design Phase

Prior to the start of the detailed design phase, a number of work units and positions will be moved to new divisions within the transitional organizational structure, to align with the stewardship model. These positions will be included in the detailed design review of the receiving branches.

Detailed process design sessions continue to develop a more complete picture of workflow that clarifies the branch work in more detail. After the work tasks and workflow are clearly identified, a detailed organization structure is finalized. Through this process, all work positions, volume of work and reporting structure are defined.

A human resources plan is then created, which includes a position matching exercise to determine whether a position continues "as is", "essentially the same" or is considered "new". Detailed union disclosure will be provided to bargaining agents.

Detailed plans regarding branch office space, workstations and desktop as well as technology needs are created at this point, if required.

## ■ Implementation Phase

In this final phase of the project, individuals either continue working in their current roles or begin working in their new roles. Any new or vacant positions are filled. This is achieved through an employee matching process, inplacement, deployment and recruitment initiatives. Bargaining agents will receive union disclosure as required.

In some branches, orientation may be needed. Where branch work is significantly new, staff may need training and learning time to optimally perform the branch's operations.

Branch directors will continue their leadership in the final implementation stage, while Transition Division support will lessen as directors work with their teams to get their branches fully and effectively operational.

Even after implementation, work will continue to test the design and branch operations, which may be further modified if there is a need.

## ■ Ongoing support to branch project

Human resources, communication and change management support are available to directors as branch projects move through the

assessment, design and implementation phase and begin their new operations.

The change management group is responsible for providing ministry-wide as well as division-specific support in areas such as change readiness, learning, leadership development, team building, and culture shift. The goal is to ensure employees understand and adapt to the ministry's new structure and evolving culture.

Pinkus said the Transition Division is committed to keeping staff informed and up to date throughout this comprehensive process of bringing to life a new organizational structure that will support the ministry's future stewardship role. ■

*Human resources, communication and change management support are available to directors as branch projects move through the assessment, design and implementation phase and begin their new operations.*